

Managing Your Manager

Description: This course focuses on helping employees achieve individual and organizational success by building productive working relationships with their immediate supervisors and peers. Participants will learn proactive communication skills and behaviors; how to organize and manage time effectively; how to promote the success of their work group and organization; and gain an increased understanding of organizational influences and dynamics impacting career success.

Objectives: Participants will learn how to:

- Use language and behavior that promotes individual and organizational success.
- Apply new work force behaviors vital to performance in a downsized environment.
- Manage time effectively to minimize disruption and conflict in the work place.
- Recognize what is important to the boss and play an active role in achieving the office goals.

Audience: All employees

Length: 2 days

Dates: November 17-18, 1998

Location: NASSIF Building

Career Strategies Seminar

Description: This is a residential seminar that provides employees the opportunity to focus on their career development and to explore the challenges one may encounter while advancing into a leadership position. - The seminar provides participants with tools and strategies in areas such as networking, mentoring, power, management and leadership practices, individual development plans, and diversity in the workplace. It also enables participants to better determine if a leadership position is in line with their personal and career goals.

Objectives: **Participants will learn how to:**

- Plan and execute significant personal and career goals.
- Determine the issues, strategies, and dynamics of career development in a diverse work force.
- Assess and develop leadership and managerial strategies and skills for effectiveness in the work force,

Audience: Federal civilian and military employees at all levels of the organization who are interested in managing their careers, particularly those who aspire to perform leadership, managerial, and supervisory functions.

Length: 5 days (Begins 5:00 PM Sunday and concludes 12:00 PM Friday)

Dates: To be determined .

Location: To be determined.

COURSE TITLE: Strategic Planning Through the **Power** of Vision

DESCRIPTION:

This course is designed for DOT managers, particularly those at regional and headquarters levels. It provides the skills and knowledge necessary for managers to maximize their leadership roles and to effectively support and lead new organizational directions. Although similar to the MA-I (01275) course there is an intermodal, departmental theme which is emphasized. Instruction is student-centered and uses approaches such as self-assessment videos, outdoor "high ropes" challenge course, and case studies for individual and group problem solving. Participants complete a "360" computer based assessment instrument prior to attending.

LEARNING OBJECTIVES:

Participants in POV will:

1. Identify individual strengths and areas for improvement relative to manager/leader skills.
2. Identify ways that wellness actions can positively impact job performance.
3. Gain understanding of DOT (and/or FAA) future directions, and where to find this information
3. Develop a vision of a more desirable future (one to three years) for his/her area of responsibility.
5. Discuss and plan to manage organizational diversity.
6. Articulate the current state of the organization, a vision of the future and strategies that support the vision in a manner that invokes stakeholders in working towards a shared vision.
7. Create an environment where teamwork collaboration, and a shared vision promote commitment to an organizational action plan.
8. Develop strategies and an action plan for implementation in the workplace in order to make progress towards the shared vision.
9. Develop measures that can be used to assess that status of plan implementation.

RELATED FAA COMPETENCIES:

| | | | |
|----|-----------------------------|----|---|
| 2 | Coaching and development | 14 | Managing a diverse workforce |
| 4 | Decisiveness | 15 | Networking |
| 6 | Empowering others | 16 | Oral Communication |
| 7 | Fostering teamwork | 17 | Organizational know-how |
| 8 | Influencing and negotiating | 18 | Organizing and planning |
| 9 | Innovation | 20 | Self-management |
| 11 | Interpersonal skills | 21 | Systems thinking and external awareness |
| 13 | Leadership | 24 | Vision |

TARGET AUDIENCE: GM-14/15 second-level branch or division managers and senior military managers at the Commander and Captain levels.

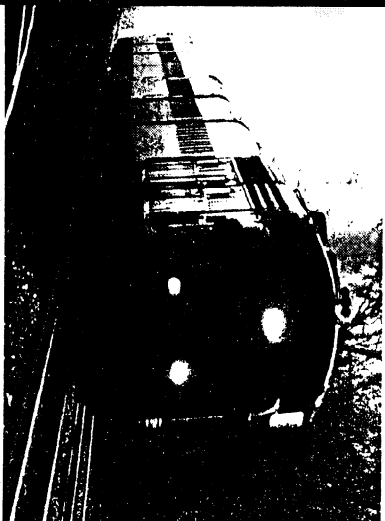
LENGTH: 5 Days (Monday, 8:00 a.m. through Friday, 4:00 p.m.); 39 Hours

LOCATION: FAA Center for Management Development
Palm Coast, FL

Dates : February 8-12, 1999
May 3-7, 1999

Transit Academy

Newark, New Jersey



*An intensive overview
of transit operations for
transportation division makers*

Target Audience: GS-7 and above

Dates: To Be Determined (Usually held in May or June)

RUTGERS



FEDERAL
Transit Administration

Transit Academy

*Transit Academy
is sponsored in
cooperation with
New Jersey Transit,
a multimodal bus, rail,
and light rail
headquartered in
Newark, New Jersey.*

How do transit agencies provide timely and safe service to thousands of people daily? How do public policies impact the operation of a transit agency? Transit service doesn't just happen. Running a successful transit agency requires solid transit management and strong cooperative working relationships between transit agencies and transit decision makers in federal, state, and local governments.

NTT's Transit Academy provides transportation decision makers with valuable insight for use in daily decision making. From organization to finance, from governance to maintenance, from planning to marketing and more, presentations, site visits, tours, and discussions provide an in-depth look at transit operations. Interact with transit managers, operators, and experts as you witness the behind the scenes of transit operations at New Jersey Transit, a nationally recognized, award winning agency.

By attending the Transit Academy, you will...

- See what is required to operate a transit agency
- Understand how the many transit functions, resources, and relationships work together to deliver transit service
- Participate in briefings and discussions led by transit managers and academic experts on critical contemporary issues affecting transit
- Learn how public policy decisions affect the functioning of a transit agency
- Interact with transit officials, experts, and peers to exchange ideas and build a network of contacts that will help you meet future challenges

Audience

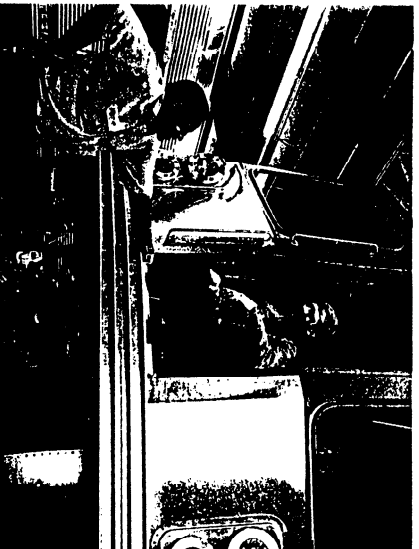
Transit Academy is designed for transportation decision-makers from:

- Federal Government
- State Legislatures
- State Departments of Transportation
- Metropolitan Planning Organizations
- County or Municipal Planning Departments

The Transit Academy will also benefit newly appointed board members or professional staff from transit agencies who want a comprehensive orientation to all aspects of transit management.

Among the places you will visit...

- *Major Multimodal Facilities and Metropolitan Stations:* Visit both New York and New York Penn Stations, ride on a classic light rail system, and see the importance of interconnecting light rail, commuter rail, and bus lines when providing transportation services in a large metropolitan area.
- *Bus and Train Maintenance Facilities:* Interact with maintenance personnel and learn what is required to keep buses and trains in service.
- *A Bus Operations Training Center:* Experience the latest state-of-the-art training techniques and equipment used to train bus operators. Discover first-hand what it takes to operate a bus.
- *A Radio Control Center and Customer Information Center:* Observe the important role new technology plays in keeping buses and trains on schedule and assisting thousands of customers.



Register Today!

Learn more about the Transit Academy from the Transit Academy website at www.njtransit.com/TransitAcademy

Observe an Award Winning Transit Agency in Action...

New Jersey Transit is the third largest transit provider in the nation, covering a service area of 5,325 square miles. Its fleet of 1,900 buses and 591 daily trains on 12 rail lines serves more than 321,000 customers, traveling more than one billion miles each year. New Jersey Transit is a four time winner of the American Public Transit Association "Public Transit Outstanding Achievement Award" for extraordinary achievement, efficiency and effectiveness. It has also received NIT's "Innovations in Transit Training Award" for its new, influential, and effective programs in transit training.

Register Today! Space is Limited

Registrations are limited to 25 attendees. Seats in the class are allocated in the order received. To register, complete the attached form and mail or fax it to the address indicated on the form. You will receive confirmation of registration by mail or fax. Your registration fee includes breakfast and lunch for all five days, all course materials, and one evening dinner session.

Transit Academy Attire

Casual business attire is appropriate for all Transit Academy day events. Comfortable shoes are strongly recommended. Business attire is preferred for the evening dinner session.

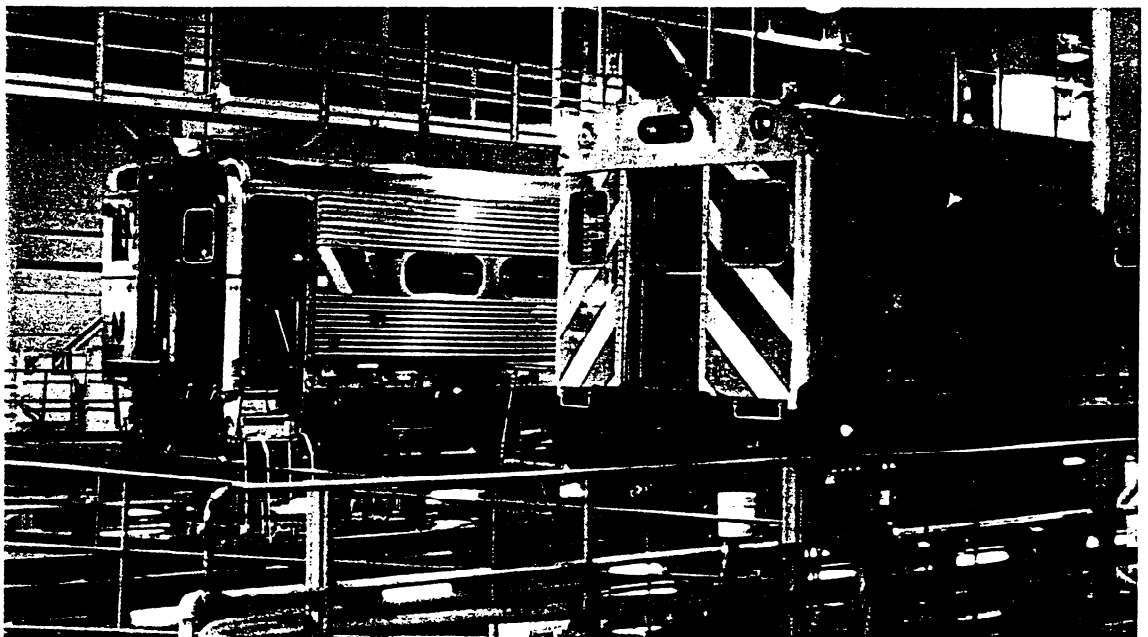
Transit Academy Location and Accommodations

The Hilton Gateway Hotel
Gateway Center Raymond
Newark, NJ 07013

A group rate of \$115/night single/double occupancy is available to Transit Academy participants. Participants are responsible for their own travel arrangements and hotel accommodations. For hotel reservations, call the hotel at 973-622-5000. To obtain the group rate, reservations must be made by May 15.

Transportation

The Hilton Gateway hotel is located just 10 minutes from Newark International Airport. For your convenience, a complimentary shuttle bus is available between the hotel and the airport.



Photograph: William B. Menczer

The National Transit Institute (NTI) was established at Rutgers, The State University of New Jersey, under the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). Its mission is to improve public transit by promoting, developing and delivering high-quality education and training for those engaged in federal-aid transit work. NTI is funded by a grant from the Federal Transit Administration. Its programs and materials are developed with broad input from universities, professional associations, transportation planners, transit providers and government agencies. Training includes free courses designed to improve understanding of, and compliance with, federal regulations; and tuition courses that meet industry needs in the following areas:

Management Development

NTI's integrated series of management and supervisory training programs covers a variety of topics that enable all levels of transit managers, both new and experienced, to build their management competencies.

Professional Development Curriculum For Trainers

NTI offers a series of courses for all levels of transit training professionals. Included in the curriculum are courses that explore training needs assessment, platform skills, evaluation, and administration.

Multimodal Transportation Planning

ISTEA and the Clean Air Act have resulted in significant changes to planning activities at DOTs, MPOs and transit agencies. NTI offers a series of programs to improve the procedural and technical capacity of FTA grantee organizations to establish and carry out planning and programming that is truly multimodal.

Advanced Technology and Innovative Practices

NTI's programs in advanced technologies and innovative practices are designed to transfer research knowledge to practice, and to aid transit agencies as they explore, procure, implement and manage innovative systems for improving service and operations.

Transit Trainers' Workshop

The Annual Transit Trainers' Workshop brings together transit training professionals from across the country to discuss critical training issues, build training skills, meet industry peers and share information.

Publications

NTI publishes a quarterly newsletter, *Transitions*, and a quarterly calendar of national training opportunities for the transit industry.

NTI Online!

Visit *NTI Online!*, the National Transit Institute's World Wide Web site, at <http://policy.rutgers.edu/nti>. The site provides information about nationally available transit training opportunities including detailed descriptions of all NTI programs and courses.

A Spiriting Leader 1999-2000



Graduate
School, USDA
THE GOVERNMENT'S TRAINER

**An Interagency Leadership
Development Program for
Federal Employees GS 5/6/7**

ASPIRING LEADER PROGRAM

This program is structured around three residential seminars. Each seminar includes a daily classroom schedule and several mandatory evening sessions to maximize learning and professional development. In addition, the program contains several developmental work assignments to be completed outside of the classroom.

CORE CLASSROOM CURRICULUM

The classroom curriculum is divided into three five-day residential seminars located in the Washington, D.C., area. Because teamwork is critical to good management, participants are assigned to a Leadership Development Team during their residential sessions. These teams strengthen leadership and interpersonal skills, stimulate commitment to personal development and provide a forum for exploring and addressing current issues facing supervisors and managers in the federal workplace. Each team will design and deliver a two-hour presentation on a management-related topic for their class. Additional detail for each session follows:

WEEK 1:

Orientation and Skill Building

This session focuses on individual development needs, self-direction, team building, leadership skills, team formation and interpersonal skills. Participants are assigned to their Leadership Development Teams and begin work on the team presentation. In addition, program requirements, policies, expectations and opportunities are outlined.

WEEK 2:

Teams At Work

This session takes place six weeks after the initial session and concentrates on team performance, conflict, decision making/problem solving, interpersonal communications, diversity in the workplace and flexibility. Teams continue work on their presentations.

WEEK 3:

Team Presentations, Closout and Graduation

In this session, emphasis is placed on oral communications, self-direction and leadership. Teams deliver their presentations. Participants attend a graduation ceremony and luncheon.

OTHER PROGRAM COMPONENTS

Developmental Work Assignments

Each participant creates an Individual Development Plan for developmental assignment and independent study activities within his or her agency. This plan acts as the blueprint for his/her program. The Aspiring Leader Program will provide a questionnaire to help you define and meet specific career development objectives. The Aspiring Leader Program director will counsel each participant on plan design. You must coordinate plan preparation with your first-line supervisor and your agency program coordinator to ensure appropriate support.

Individual Needs Assessment

In order to help customize the program to fit individual needs, each participant will complete the following before attending the initial residential session:

- Leadership Effectiveness Inventory to assess your managerial skill level.
- Myers-Briggs Type Indicator to facilitate team-building exercises.

Shadowing Assignment

In addition to the three residential sessions, the program includes a one-week assignment "shadowing" a Federal manager at the GS 11-13 level. You will observe a manager in action observing their management style and how they interact with their employees

Management Interviews

Participants must interview a minimum of three Federal managers at GS 11-13 level. These interviews provide the Aspiring Leader Program participants an additional opportunity to have visibility at the management level and to gain critical information for long-term career planning and development.

30-day Development Assignment

Participants will complete a 30-day development assignment outside of their position of record, but within their agencies. Assignment does not have to be completed in 30 consecutive days.

Management Readings

In order to broaden knowledge of the management field and strengthen analytical skills, participants will read and write a review of two books on management issues from the reading list provided for the program.

PROGRAM ENTRY DATE

You may apply now for any of the dates listed below:

| <i>Program Date</i> | <i>Nomination Due</i> |
|---------------------|-----------------------|
| Aug 30 | Aug 3, 98 |
| January 3, 99 | December 1, 98 |
| May 12, 99 | April 1, 99 |

Selectees will be notified of the location and time of their training. Participants, program coordinators and first-line supervisors will receive written notification of final selections.

GS Graduate School, USDA
THE GOVERNMENT'S TRAINER

NOMINATION PROCEDURE

To be considered for the program, ask your first-line supervisor or appropriate agency official to send your nomination package to the Aspiring Leader Program office. The package must include:

- a statement, assessing your potential, written by your first-line supervisor or appropriate agency official.
- a completed agency training form with all necessary signatures.
- your current OF-612, SF-171 or resume, signed and dated. (Include your home address because program information will be mailed directly to your home.)
- The name, title, agency mailing address and work telephone number for the first-line supervisor, agency nominating official and agency program coordinator.

Please be advised that your agency may have different deadlines and requirements. Check with your agency's program coordinator for information.

The Aspiring Leader Program does not accept faxed copies of nomination packages. Please mail your package to:

Aspiring Leader Program
Leadership Development Academy
Graduate School, USDA
600 Maryland Ave., SW, Suite 330
Washington, DC 20024-2520

COST

Tuition for the 1999 Aspiring Leader Program is \$1,995 per participant.

The Graduate School accepts agency training forms, checks, VISA, Diners Club, MasterCard, and American Express. Please advise your agency's accounting office that tuition is billed in advance of training completion. Tuition includes meals during residential training and luncheon for the participant and one guest at the graduation ceremony. Travel and lodging are not included in the tuition. However, hotel reservations and logistical arrangements are made by the Aspiring Leader Program office to keep lodging costs within per diem guidelines.

Withdrawal Policy

We will accept withdrawals for a full tuition refund at any time prior to the program start date. Substitutions are accepted only if you notify the Aspiring Leader Program Office prior to the program start date.

Tuition, less a \$400 processing fee, will be refunded for withdrawals made up to one week after the program start date. Withdrawals made after the first week will not receive a refund.

CONTACT INFORMATION

For further information, please contact:
Graduate School, USDA
Leadership Development Academy
Aspiring Leader Program
Delores Stuckey
600 Maryland Ave. SW
Washington DC 20024-2520
(202) 314-3595 Fax: (202) 479-6812/14
e-mail at alp@grad.usda.gov

New Leader Program 1999

Program I
January 10, 1999

Program II
May 16, 1999

GS Graduate
School, USDA
THE GOVERNMENT'S TRAINER

An Interagency Leadership Development
Program for Federal Government
Employees GS 7-11

A solid training and development foundation in team leadership skills, enhanced by agency developmental experiences.

Program Emphasis

The New Leader Program develops future federal leaders by providing a solid training and development foundation of team leadership skills, which are enhanced by agency developmental experiences.

These experiences make participants more productive assets to their agency. In particular, the program focuses on the following competencies:

- leadership
- teaming
- customer service
- problem solving
- self-direction
- flexibility
- interpersonal skills
- conflict management
- decisiveness
- written communication
- oral communication
- working effectively in a diverse workforce

Classroom Curriculum

The classroom curriculum is divided into three, five-day residential seminars located within 200 miles of the Washington, D.C., area.

Week 1: Orientation and Skill Building

This session focuses on:

- individual development needs
- self-direction
- team building
- leadership skills
- team formation
- interpersonal skills

Participants are assigned to their Leadership Development Teams and begin work on the team presentation. The session outlines program requirements, policies, expectations and opportunities.

Session 2 Teams at Work

This session takes place approximately six weeks after the initial session and concentrates on:

- team performance
- conflict management
- decision making
- problem solving
- interpersonal communications
- customer service
- diversity in the workplace
- flexibility
- presentation skills

Teams continue work on their presentations.

Graduation/Close Out Week

In this session, emphasis is placed on:

- oral communications
- self-direction
- leadership teams deliver their presentations.

Participants attend a graduation ceremony and luncheon.

Other Program Components

Individual Needs Assessment

Participants will complete two self-assessments. Participants use the results to understand how they, and others, view their strengths and weaknesses. This information forms the basis for an individual development plan tailored to meet each participant's developmental needs.

Developmental Work

Assignments

Each participant will create an Individual Development Plan which becomes the roadmap for their development during the program. Classroom instruction and counseling guide participants in the development of the plan. Participants must coordinate plan preparation with their first-line supervisor and agency program coordinator to ensure appropriate support.

The individual development plans will include a series of developmental activities within the individual's agency. These self-directed activities give insight into agency mission, culture and organizational structure, reinforce the formal classroom training, and ensure that the agency and individual meet development needs for the future.

Developmental activities include:

30-Day Developmental Assignment

Participants will complete a 30-day developmental assignment within their agency, but outside of their position of record. This component enables participants to develop competencies outside of their area of technical expertise.

Shadowing Assignment

The program includes a one-week assignment "shadowing" a federal manager at the GS 13-SES level or above. Participants will observe a manager in action to understand how the concepts learned in the program apply in real world situations.

Management Readings

In order to broaden knowledge of the management field and strengthen analytical skills, participants will read and write a review of two books on management.

Learning Team Activities

Participants are assigned to learning teams during the orientation session. Each team will explore a program-related issue and make a one-hour team presentation of this issue during the final week of the program. This activity is designed to strengthen leadership and interpersonal skills, to stimulate commitment to personal development, to increase the understanding of diversity and to provide a forum to explore current issues facing leaders in the federal workforce.

Audience

The New Leader Program is open to full-time permanent federal employees at the GS 7-11 level who have just entered leadership positions or have a high potential for leadership. These positions may include first-line supervisors, team leaders, project leaders, administrative support and members of self-directed work teams. Individuals should be nominated based on their potential and motivation to complete all requirements and participate fully in all components of the six-month New Leader Program.

Program Dates

There will be two six-month programs in 1999.

- Program 1 begins Sunday January 10
 - Program 2 begins Sunday May 16
- Depending on workload and demand, a third program may be offered in 1999.

Nomination Procedures

To be considered for the program, nomination packages should be sent by the appropriate agency official to the New Leader Program office. The package must include:

- Statement assessing the nominee's potential written by the first-line supervisor or appropriate agency official.
- Completed agency training form with all necessary signatures.

- Current OF-6 12, SF 17 1 or resume, signed and dated. (Include home address because program information will be mailed directly to the participant's home.)
- Name, title, agency mailing address and work telephone number for the first-line supervisor, agency nominating official and agency program coordinator.

Each agency may have different deadlines and requirements. Check with your agency's program coordinator for information.

The New Leader Program does not accept faxed copies of nomination packages. Please mail your package to Graduate School, USDA Leadership Development Academy New Leader Program 600 Maryland Avenue SW, Suite 330 Washington, D.C. 20024-2520

Nomination Acceptance Deadline

You may apply now for any of the dates listed below:

| Program Date | Nomination Acceptance Deadline |
|------------------|--------------------------------|
| January 10, 1999 | November 13, 1998 |
| May 16, 1999 | November 13, 1998 |

Nomination Acceptance

Qualified nominees will be accepted and placed based upon the date that the New Leader Program receives their application. To assure acceptance, agencies should carefully screen applicants and submit nomination packages as soon as possible. If a program fills up before the program acceptance deadline every effort will be made to place qualified nominees in another program. Agencies nominating more than one employee should list their nominees in priority order for the preferred program start date.

The composition and the size of each program will be limited to provide for the developmental needs of all participants and to maintain an overall interagency mix within each program. Every effort will be made to accommodate agency preferences for a program start date. Program participants and agency program coordinators will be notified of final acceptance and program placement approximately six weeks prior to the program start dates.

Withdrawal Policy

Withdrawals or substitutions will be accepted at no cost until the nomination acceptance deadline. Withdrawals received after the nomination acceptance deadline will be assessed a \$400 processing fee. There will be no refund for withdrawals after the orientation session.

Cost

Tuition for the 1999 New Leader Program is \$1,995 per participant. The Graduate School accepts agency training forms, checks, VISA, Diners Club, Mastercard and American Express. Tuition is billed after the first residential session. Tuition does not include travel or lodging costs. These costs are the responsibility of the participant's employing agency. The Graduate School, USDA, will provide participant meals during Orientation and Session 2. Participants will dine as a group to allow continued learning and networking. For the residential training at the Graduation Session, travel, lodging and meal costs will be the responsibility of the employing agency. Graduate School will cover the costs for the Graduation Luncheon. Lodging costs will be at or below per diem rates for the residential training locations.

Contact Information

For further information please contact the New Leader Program Office by phone at (202) 314-3580. Or e-mail us at nlp@grad.usda.gov.



Federal Executive Institute

Dates

November 29 - December 11, 1998 and February 28, 1999 - March 12, 1999

January 3-29, 1999

January 31 - February 26, 1999

March 21 - April 2, 1999 and August 29 - September 10, 1999

May 16-28, 1999 and August 15-27, 1999

The **Federal** Executive Institute

The Federal Executive Institute (FEI) is the federal government's executive development center. It brings Senior Executive Service (SES) members and GS-15's together for programs that help executives develop broad corporate viewpoints, understand their constitutional roles, and enhance essential skills.

FEI offers nine **Leadership for a Democratic Society** programs each year. Federal executives spend four weeks in residence with colleagues from other departments and build corporate culture by enhancing their skills and exchanging ideas to improve performance.



Executive Development at FEI

FEI has served nearly 16,000 senior executives since 1968, when President Lyndon B. Johnson directed establishment of "an advanced study center" to "improve the quality of government for the American people." When FEI began operations, he asked agency heads to send "your most talented and promising people to the programs it will offer."

Thanks for reinforcing my faith in the values that make this country great. Thanks for reinforcing my personal values and my contributions to my colleagues and customers."

Terry Yonkers, United States Air Force.

Programs include managers and executives from 25 to 30 domestic and defense agencies. This diversity provides for a variety of learning experiences and enables participants to form lifelong networks that benefit their careers and further their agencies' goals.

The **FEI** Mission

The Federal Executive Institute improves the performance of government by leading in the development of federal executives who are exceptional leaders, understand their constitutional role, possess a broad corporate view, and pride themselves in serving the American people.

Leadership for a Democratic Society Program

FEI's adult education approach builds a **Learning Community** where executives and faculty are both teachers and learners. Participants work together to explore the special nature of our public service culture in the United States. In many programs, selected international, state, and local government representatives add outside perspectives. Their views help to clarify insights by federal executives.

The result is an **integration** of constitutional questions and public policy dilemmas that builds respect for the constitutional and historical traditions of America. Participants can focus on the tensions public executives face as they carry out programs and implement policies in our constitutional framework.

"The opportunity to study and learn beside other government managers who have similar concerns was a major asset of the FEI experience."

Woodrow M. Knight, Food and Drug Administration.



Leadership for a Democratic Society Program Themes

The objective of the **Leadership for a Democratic Society** program is to help agencies in the development of their career executive corps, linking individual development to improved agency performance. Mutually supporting program themes are based on information gleaned from FEI's constant contact with the leaders of the federal government and on insights derived from over 30 years of experience in executive development.

The themes of FEI's **Leadership for a Democratic Society** program reflect and enhance the common culture of senior federal executives. Personal leadership, policy, organizational transformation, and global perspectives components support an overarching emphasis on our government's constitutional framework.

"FEI is the best, most diversified and comprehensive program available to federal employees. On a ten-point scale, I rate FEI a 10+."

Lee N. Franklin, Department of Transportation

| Constitutional Framework of Democratic Governance: Serving the nation by implementing mandates established by citizens through elected officials within the constitutional system | | | |
|--|--|--|---|
| Personal Leadership in Government: Exercising the personal attributes and skills required to engage others to move toward a common purpose | Transforming Public organizations: Envisioning, designing, and orchestrating continuous change in response to evolving mandates | Policy in a Constitutional System: Understanding how policy is developed by various stakeholders and translating it into program actions | Global Perspectives and Public Action: Being aware of international trends and future transformations to better meet modern challenges |

Leadership for a Democratic Society Program Design

The **Leadership Development Team** is the cornerstone of the FEI experience. Teams include up to nine executives and a faculty facilitator and are formed during the first morning of the program. They build a supportive learning climate and create lasting relationships among program participants.

Seminars, Workshops, and Plenaries appeal to a variety of learning styles. Participants choose a different seminar or workshop from a selection based on the program themes during three of their weeks at FEI. Each seminar or workshop includes 15 to 25 participants. Plenary sessions bring the entire 70 member class together to address the curriculum themes through presentations on current policy issues.

Site Visits allow participants to explore leadership issues and practices in a wide variety of settings. Trips to private, non-profit, and public organizations are scheduled in most **Leadership for a Democratic Society** programs



Executive Forums

invite participants to deliver presentations on topics of interest to their peers. The sessions showcase participants' special skills and experiences and help colleagues learn more about other government agencies. Each participant also works on a **Leadership Challenge** – a way to take the things they learned from the program and apply them to resolving critical leadership issues at home.

FEI's **Wellness Program** helps executives balance career and health needs. Beginning with a computer-based Health Risk Appraisal, it provides feedback and analysis of personal data, a physical screening, and presentations on health issues faced by Americans at mid-life. Participants practice what they learn about fitness in optional daily aerobics or walking sessions and about nutrition by using information on FEI's menus to balance healthy and hearty meal choices.

The Applied Learning Program

The *Applied Learning Program* model of **Leadership for a Democratic Society** addresses FEI's program themes using an approach designed for executives who prefer not to attend four consecutive weeks and wish to blend learning with on-the-job application. The first two-week residential segment focuses on the personal leadership theme. Next is a three-month "back home" intersession during which participants apply skills learned at FEI in an Executive Learning Project. The second two-week residential segment draws lessons from the project experience and focuses on the organizational leadership theme and the results of an assessment completed by members of their organizations.

FEI's Learning Environment

FEI's faculty includes a wide range of professionals from academia, private consulting, and training organizations as well as *Executives in Residence* — senior government leaders on temporary assignment. The interaction of participants and faculty creates a rich, stimulating learning environment.

FEI's physical setting also contributes to the learning environment. Located approximately two hours southwest of Washington, D.C., FEI is removed from the constant interruptions of the office routine. The fourteen-acre campus is in the heart of the bustling university community of Charlottesville, Virginia, but is secluded by woods and terrain. In addition to the University of Virginia, Thomas Jefferson's Monticello and James Monroe's Ashlawn-Highland are nearby.



"The professional agenda and wellness elements integrated to provide a meaningful balance of exercise, nutrition, and intellectual harmony. FEI fired me with new enthusiasm for my professional and personal life."

Charles E. Dunham
Defense Information Systems Agency

The campus is a self-contained center for living and learning. Participants stay in comfortable private guest rooms and eat n-ell-prepared and health-conscious meals. Programs are presented in on-site classrooms. When not in class, executives can exercise in the Alumni Fitness Center or play volleyball or basketball. Quiet spaces for walking, relaxation, and conversation round out the facility.



Attending the Leadership for a Democratic Society Program

Federal government employees who attend FEI programs are members of the Senior Executive Service or are GS-15 (or equivalents in other pay systems). Selected senior state, local, and international government executives also participate.

Participants arrange attendance through their agency training offices. The training offices then submit training forms to FEI.

International, state, and local executives also arrange for attendance in programs

through their training or personnel offices. These offices send nominations by letter with accompanying resumes. FEI terminates acceptance of nominations or substitutions for **Leadership for a Democratic Society** programs two weeks before each session. The Institute does not refund charges if agencies must cancel attendance within two weeks of a program opening.



FEI's Center for Executive Leadership

The Center for Executive Leadership (CEL) enhances the Leadership for a Democratic Society program by offering opportunities for senior executives to develop key competencies throughout their careers. It also provides resources for agencies seeking to enhance organizational effectiveness. CEL programs lead to mastery of core qualifications and techniques that improve individual and team success.

Open Enrollment Programs

These two to five day sessions present key theories, provide opportunities for practice, and build mastery of the program content. Recent programs include **New Perspectives and Tools for Regulatory Leaders**, **Facilitating Government: How to Make Things Happen**, and **360° Leadership**.

Other Open Enrollment programs focus on alumni. Each year's **Alumni Follow-On** invites recent graduates to return and get updates on programs and



people introduced during their earlier stays. The annual **Work-Team Development** program brings alumni and others with their intact teams to FEI to improve effectiveness and productivity.

Custom Designed Programs

CEL designs programs and team building activities to meet the needs of individual agencies. FEI faculty members work closely with agency executives to identify key issues and design effective approaches to dealing with them. FEI helps agencies build on their strengths and plan strategically. Most groups come to Charlottesville for sessions, and many schedule additional follow-up activities. FEI's custom designed program clients include the Environmental Protection Agency, Department of Energy, and the Office of the Secretary of Defense.

Consulting Programs

FEI provides longer term assistance to teams and agencies facing critical organizational challenges. FEI faculty members work with key personnel to build agency capacity to implement improvement strategies. FEI consulting programs are often held at agency sites. Recent clients include the Corpus Christi Arm-Depot and the Naval Medical Quality Institute.

For details on CEL programs call (804) 980-6200
or email cel@opm.gov

Executive Seminar Center Seminars

Aspen Institute Executive Seminar

Supervisory Development Program

Advanced Leadership Program

THE ASPEN INSTITUTE EXECUTIVE SEMINAR

We are proud to offer special public sector sessions of the Aspen Institute's world renowned Executive Seminar. This classic values-based program is described by Fortune Magazine as the most appropriate leadership training for the future.

The seminar employs classic texts to examine the central concepts of our Democracy: liberty, equality, efficiency, and community. Participants explore the historical and philosophical roots of crucial issues they confront today. Intensive roundtable discussions develop executive judgment, leadership, vision, and integrity, and reinforce traditional American values.

Senior Civil Service members and candidates, general officers, senior appointees and high performing O-6's and GM-I 5's are welcome. A number of agencies use this 80 hour interagency seminar as a major part of their candidate development programs, for Executive Core Qualifications of Leading Change, Leading People, Results Driven, and Building Coalitions/Communications.

Tuition is \$ 2,175., which includes all materials, readings, and instruction. Food and lodging is billed separately by the Aspen Meadows campus at the standard government per diem rate (off season) for Aspen, Colorado. Mealtimes are a part of the seminar experience. Participants dine together.

Schedule: (All Aspen Executive Seminars will be held at Aspen, Colorado)

December **6- 12**, 1998

April **11-17**, 1999

April **25-May 1**, 1999

May **2-8**, 1999

SUPERVISORY DEVELOPMENT PROGRAM

Using the real world experiences of successful group leaders, this demanding forty hour program gives new or experienced supervisors a solid base of the fundamentals of supervision. This course can help supervisors face the increasing challenges of today and be better prepared for the work environment of the future.

Planning and Goal Setting; Individual and Group Communications; Motivating, Coaching, and Counseling; Team Building and Conflict Resolution; Personnel, Legal, and Ethical Aspects of Leadership.

Tuition for the 40 hour program (4.0 CEU's) is \$ 750.

Schedule

(All Supervisory Development Programs will be in the Washington, DC, area)

| | |
|-----------------|----------------------|
| | November 16-20, 1998 |
| March 1-5, 1999 | June 6-10, 1999 |

ADVANCED LEADERSHIP PROGRAM

Revised and updated for these chaotic times. Building on the latest research and best practices in Industry and Government, this intensive forty hour program provides leadership strategies and skills for personal and organizational survival and success. The seminar includes a variety of learning instruments, including a 360 degree assessment instrument, a comprehensive workbook and reference guide, and the latest readings in the field of leadership. --

Social, Political, Economic, and Governmental Trends Impacting Leaders and Followers; Moving Beyond Bureaucracy; New Organizational Structures and Team Configurations; New Leadership Styles, Strategies and Techniques; Leading Change, Innovation, and Transformation; Rebuilding, Renewing, and Revitalizing the Individual and the Organization.

Tuition for this 40 hour program (4.0 CEU's) is \$ 750.

Schedule

(All Advanced Leadership Programs will be in the Washington, DC, area)

November 16-20, 1998

March 1-5, 1999

June 6-10, 1999

Management Development Center Seminars

Executive Development Seminar

Management Development Seminar

Seminar for New Managers

Leadership Potential Seminar

Executive Development Seminar: Leading Change

OVERVIEW

This course focuses on the competencies needed for senior managers and leaders to succeed in today's continuously changing Federal environment. Special attention is given to identifying and meeting the often conflicting needs of internal and external stakeholders. This seminar meets the SES candidate development interagency requirements.

LEARNING OUTCOMES

- Apply vision and strategic thinking, with a focus on outcomes and results
- Analyze the financial aspect of business processes
- Assess the impact of emerging national issues
- Appreciate the influence of Congress and the White House on Federal programs and services
- Understand how public policy is formulated and implemented
- Develop corporate responsibility and demonstrate a commitment to public service
- Build partnerships and alliances
- Be proactive and achievement oriented in decision processes
- Communicate effectively with stakeholders
- Facilitate the exchange of ideas and foster an atmosphere of open communication

EXECUTIVE COMPETENCIES

External Awareness, Strategic Thinking, Vision, Integrity/Honesty, Accountability, Decisiveness, Financial Management, Oral Communication, Partnering, Political Savvy.

WHO SHOULD ATTEND

Experienced managers with significant management and/or leadership responsibility in their agencies at GS-14 or above or equivalent.

Dates and Locations:

2/16-26

4/12-23

Shepherdstown, West VA

Management Development Seminar: Leading Organizations

OVERVIEW

This course focuses on the competencies needed by experienced public managers who are responsible for successfully leading public organizations. These managers will typically administer program responsibility through several subordinate managers or supervisors.

LEARNING OUTCOMES

- Diagnose and assess their organization's strengths and weaknesses
- Initiate and manage cultural change within their organization and go home with a toolkit and process plan for change
- Encourage and facilitate organization effectiveness within a team-based environment
- Design a work environment that fosters creativity innovation, risk and openness to change
- Network effectively to gain cooperation from others and build consensus through persuasion, compromise, and understanding and satisfying underlying interests and needs
- Utilize management information systems and other technological resources in order to meet organizational needs

EXECUTIVE COMPETENCIES

Creativity/Innovation, Flexibility, Cultural Awareness, Team Building, Entrepreneurship, Technology Management, Influencing/Negotiating.

WHO SHOULD ATTEND

Experienced managers at GS-13 and above or equivalent who are responsible for the mission of an organization unit. Such managers typically have five or more years managerial experience and manage several subordinate managers.

Dates and Locations:

2/16-26 Denver, CO

3/1-12 Shepherdstown, West VA



The MDC residential environment enables participants to share experiences and learn from each other, as well as from guest faculty.

Seminar for New Managers: Leading People

OVERVIEW

This seminar provides new managers with **the** knowledge and skills needed to make a successful transition into their new' positions and to meet the current challenges facing **public sector** management. The Constitutional framework in which all **Federal** managers work is introduced.

LEARNING OUTCOMES

- **Know the components** of a learning organization **and** apply them **to** the development of self and others
- **Manage stress effectively to develop personal resilience**
- **Create and sustain** an organizational environment committed **to** excellence **in** both internal and external service
- **Identify and defuse potential sources of conflict!** and **resolve** disagreements **to** the optimal benefit of the organization and **the parties involved**
- **Foster a customer-driven environment?** anticipating and **meeting** the needs **of** external and internal clients
- **Identify and analyze** problems, applying creative approaches to the solution of individual and organizational problems
- **Understand and apply** procedures, regulations and policies in support of the mission of the organization
- **Review the merit principles** which ensure that staff are appropriately selected, developed, utilized, appraised, rewarded, and disciplined
- **Apply techniques** to respond appropriately to the needs and capabilities of different people in different situations
- **Know the principles of writing** in a clear, convincing, and organized manner

EXECUTIVE COMPETENCIES

Continual Learning, Resilience, Service Motivation, Conflict Management, Customer Service, Problem Solving, Technical Credibility, Human Resource Management, Interpersonal Skills, Written Communication.

WHO SHOULD ATTEND

New managers and experienced supervisors with managerial responsibilities at GS-12 and above or equivalent, who accomplish the work of the organization through others.

Dates and Locations:

January 19-29, 1999

Denver, CG

Shepherdstown, West VA

Leadership Potential Seminar

OVERVIEW

This seminar assists agencies in their managerial succession planning by beginning the development of future managers and leaders at the early stages of identified potential. It focuses on the identification and development of basic core competencies of effective leadership. Special emphasis is placed on self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics, and creative problem solving. Agencies who send individuals to this dynamic seminar will increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions.

LEARNING OUTCOMES

- Develop awareness of self
- Learn the basics of leadership, supervision, and general management
- Understand the importance of effective followership
- Acquire the skills of self-leadership
- Learn the critical skill of initiated decision making
- Understand the competency of situational decision making
- Learn the traits necessary for long-term leadership growth
- Develop basic skills in planning, assigning, monitoring, and evaluating
- Assess and profile current core skill levels

EXECUTIVE COMPETENCIES

External Awareness, Interpersonal Skills, Continual Learning, Problem Solving, Creativity/Innovation, Flexibility, Customer Service, Team Building, Oral Communication, Written Communication, Influencing/Negotiating, Technical Credibility.

WHO SHOULD ATTEND

Program specialists, and technical specialists at GS-11 and above or equivalent with identified potential for transition to supervisory responsibilities.

Dates and Locations:

| | |
|---------------|------------------------|
| 1/19-29, 1999 | Shepherdstown, West VA |
| 2/16-26 | Denver, CO |
| 3/15-26 | Shepherdstown, West VA |
| 4/26 - 5/7 | Shepherdstown, West VA |

NOTE: An extensive amount of assessment instrumentation must be completed before attending the program. The MDCs must receive individual nominations, by name, along with an obligating document, **no later than 8 weeks prior to the seminar start date** so that scoring and analysis can be completed. Substitutions cannot be accepted after this date.